

6892-73

23 October 1973

MEMORANDUM FOR: Deputy Director for Management  
and Services

Harold--

I am worried about OJCS support for CRS and want to enlist your help in this matter.

At the time it was decided to consolidate CRS computer applications with OJCS, we were assured that the transfer of function would result in "equal or better" service. After about three months of operation this assurance has not been demonstrated. This apparently is not for the lack of trying. I understand that OJCS and CRS are in a continuous dialogue to meet this objective and that cooperation in OJCS is generally outstanding.

I am told that there have been a noticeable lack of consistency in the quality and a decrease in the timeliness of CRS services that are dependent upon machine support from OJCS. I am concerned about the effects a situation of this sort will have on intelligence analysis and production. It may be that we are still suffering from the problems of transition and that these problems will be solved soon. I hope so. However, it may be that because of the size and complexity of the OJCS operation, jobs like those of CRS cannot get the kind of attention we are accustomed to.

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Even if the present problems of quality and timeliness are solved, I am also concerned about what our experience with OJCS support to CRS may imply for the success of a highly important developmental project we have under way called SAFE. This is a DDI project intended to comply with part of a recommendation that Bill Colby made when he was Executive Director and the DCI approved on 21 July 1972. The pertinent part of the directive is:

...the Central Reference Service will work with the analysis and production offices within the Agency... to develop the most effective mix of central bibliographic and document retrieval files and special purpose files for individual customer office analysts or other requesters.

SAFE is designed to bring the technological advances of information handling in an experimental way to four pilot branches; one each in OCI, OSR, OER, and the DDS&T's OSI. Its immediate goal is to make available to these pilot units a range of file building and data manipulation facilities so that their utility may be tested and their cost effectiveness measured in order to design an Agency system to improve information handling.

SAFE is now in its data collection and evaluation stage which is scheduled to run through about 1 July 1974. If the effort is to be successful, it requires the kind of priority and flexibility in computer and communications support that a developmental project of importance must have if it is to achieve its objectives in terms of timeliness, quality, and utility. It involves far more than CRS. Without adequate support from OJCS and OC, the project is unworkable and will have to be abandoned. This would be evidence of our inability to carry out a major developmental project in compliance with a directive from the DCI.

If this happens and if the present difficulties in OJCS support to CRS are not correctable, we would be faced with the fact that the consolidation has fallen short of one of its principal goals. This leads me to raise the other important objective of the consolidation, the reduction of the Agency's computer costs. I have just reviewed the OJCS allocations for, and charges against, this Directorate for various categories of OJCS services. I find that the data on batch processing--primarily for CRS--for the first three months of this system suggest two things: a substantially inadequate allocation for batch processing for the Directorate and an unexplainably high charge for OJCS services. If these data are indicative of the way OJCS costs are running, the promised cost savings will not materialize. This together with the quality problems discussed earlier would mean that neither of the two principal goals of the consolidation would be met.

In view of my concerns, I would appreciate your looking into the problems I have raised to see how we can solve them. If you would find it useful, I can provide more details on the current problems and can arrange for a comprehensive briefing on SAFE and its requirements for OJCS support.

/s/ Ed

Edward W. Proctor  
Deputy Director for Intelligence

EWP:fbr

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